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ABSTRACT

One focus for the NASPA in 1999 was professional development. This was provided through numerous workshops. New ground was broken this year in research to foster a better understanding of HIV/AIDS and diversity. Through the efforts of a specially designated working group, management guidelines for working with fraternities and sororities were developed. This annual report also discusses the following topics: workshops; publications; the Health Education and Leadership Program; new public policy division; and the Minority Undergraduate Fellows Program. Information on the activities of the regions is presented, and the year's award winners are listed. Financial information is also provided. The NASPA Web site is briefly discussed and three NASPA publications are summarized. (MKA)

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NASPA
Student Affairs Administrators in Higher Education

To provide leadership in higher education through policy development and advocacy for students at a national level.

To provide leadership for promoting, assessing, and supporting student learning and successful educational outcomes.

To provide professional development to our members through the dissemination of high quality information and exemplary models of practice.

To promote pluralism, diversity, and internationalism in NASPA and the profession.

To maintain, evaluate, and develop a high quality association infrastructure to meet current needs and anticipate future trends.

nnual Report FY 1999

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We Extend Our Reach

Professional development is the number one reason why people join NASPA, and this year we provided more opportunities than ever for our members to learn transformational leadership and effective management skills. Our continually expanding workshop series addressed issues as varied as the profession itself, from the bedrock topic of enrollment management to the emerging issue of serving students with psychological disabilities. Through our national conference as well, with its well-received theme tracks, we demonstrated our ability to respond effectively to our members' professional development needs.

Equally important, we broke new ground in research to foster a better understanding of two issues central to life on campus today: HIV/AIDS and diversity. With funding from the Centers for Disease Control and Prevention, our Health Education and Leadership Program (HELP) selected campuses to pilot test new approaches to teaching about sexually transmitted diseases. HELP disseminates information in various ways, including a website. Supplementing our initial grant last year, a second gift from the Ford Foundation enabled us to provide more generous support to 17 research groups looking at the realities of diversity on campuses around the country. We are publishing the results this fall, in print and on the Web, and we expect that the results will interest not only student affairs professionals, but administrators and academic faculty—and everyone else concerned about building community among people from diverse backgrounds.

We extended the reach of student affairs in other ways. Through the efforts of a specially designated working group, we developed management guidelines for working with fraternities and sororities, a complicated matter on many campuses. The Association of Governing Boards published the guidelines in *Trusteeship* magazine, giving us an audience among 32,000 trustees and senior executives in higher education. We invited our member Jane Fried to write a paper on collaboration with academic faculty, and we made excerpts from her thought-provoking paper available to the *Bulletin* of the 9,300-member American Association of Higher Education.

In short, we took important steps towards making NASPA an increasingly valued part of our members' professional lives, and of life throughout higher education. We look forward to continuing this vital mission in the next millennium.

Cheryl (Cherry) Callahan
President

Gwendolyn Jordan Dungy
Executive Director

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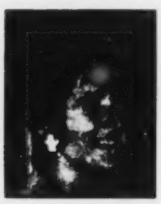

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Notes from a NASPA President's Journal

What does a NASPA President do with his or her time? Consider the following excerpts from outgoing President Cherry Callahan's reports to the Board:

"No sooner had 1999 Conference Committee and Career Services Committee members arrived in New Orleans in late September on a Friday afternoon than the mayor was calling for evacuation of the city. There simply aren't enough words to describe the four or five days that followed … the last of us did not get out of New Orleans until Wednesday… Fortunately, Hurricane Georges took a last minute 20 mile turn to the east and New Orleans was spared a direct hit… Also in September I participated with the Health Education Leadership Program (HELP) in its second conference "Strengthening College Learning Through a Focus on Public Health and HIV/AIDS" in Charlotte, NC. … I also attended three regional conferences: Region IV-W in Wichita, Kansas; Region III in Charlotte, NC; and Region I in Hartford, CT. … I coordinated a collaborative agreement with NCSD … As a member of an international panel at the CACUSS (Canadian Association of College and University Student Services) Conference, I represented NASPA in meetings with colleagues from China, France, and New Zealand… I attended Region IV-E's conference. My luggage arrived several flights late, so I went through the President's Reception in sweat pants and NASPA denim shirt … At the Alice Manicur Women's Symposium, I was touched by the extraordinary women in our field who will be strong SSAO's when the time is right for each of them… I spoke at the Region III Graduate Student-Faculty Forum at the University of Georgia … I gave a NASPA update at a North Carolina state workshop … I have continued to communicate with organizations wishing to establish collaborations of all types with NASPA… Gwen and I attended a meeting in Chicago on the future of college student health … I coordinated the editing of the RVP Handbook … Membership is at an all-time high. Passing the 8,000 mark is a major milestone for NASPA and speaks to the credibility of our work. The word is spreading!"

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This past year's workshops covered a broad range of topics in which our members expressed interest:

- Cultural Climate Assessment: Alicia Chavez, Miami University of Ohio
- Strengthening Connections Between Academic and Student Affairs: Jane Fried, Central Connecticut State University
- Enrollment Management for Students Affairs: Alan Galsky, Bradley University
- Students with Psychological Disabilities: Lyn Stoller, University of Alaska-Anchorage

Workshops address varied topics, build membership

A high percentage of participants reported that the workshops they attended met or exceeded their expectations. Besides providing professional development, these workshops also afford networking opportunities. Their multiple benefits are reflected in the fact that 75 participants joined NASPA as a direct result of their workshop participation.

NASPA workshops are designed to break even, but this year we made a small profit. We had strong registrations, and we were fortunate to receive sponsorships from Spelman & Johnson, the executive search firm, and from Carnegie Research.

A particularly successful workshop was "Students with Psychological Disabilities;" by collaborating with AHEAD (the Association on Higher Education and Disabilities), we could bring our members up-to-date information about this emerging area. Another successful joint venture was a video conference we co-sponsored with Washington State University on alcohol abuse and violence. NASPA Board member Karen Pennington of Montclair State served on the panel, as did Richard P. Keeling, MD, of the University of Wisconsin-Madison, and Larry Roper of Oregon State University. Of the 113 video-conference sites, 98 were NASPA members. Through this collaboration, we were able to offer our members a worthwhile conference without incurring the risks, out-of-pocket expenses, and staff time of doing it all ourselves—and we made a modest profit.

NASPA also offered two distinctive workshops targeted specifically at current and future student affairs leaders:

- The Alice Manicur Women's Symposium was conducted in Charleston, SC, under the direction of Linda Ragosta of Newbury College (Brookline, MA). The symposium is designed especially for senior-level women in higher education who aspire to be senior student affairs officers, possibly the chief officer. Thirty-eight attended this year. Because of the competition from numerous other leadership programs for women, the Alice Manicur Women's Symposium will alternate with the Stevens Institute in future years; it will be offered next in January 2000 and in 2002.
- The National Academy for Leadership and Executive Effectiveness, chaired by Larry Smith of Eastern Michigan University, offered a symposium for senior student affairs officers in January in Washington. The 34 registrants gave the workshop overwhelmingly positive ratings.

Next year we intend to make the workshop schedule more varied in delivery and format. We will explore audio conferencing as well as web conferencing and one-day, drive-in workshops, which are cost-effective for members and for NASPA.

We plan to continue to offer workshops in response to members' requests for in-depth studies of particular topics or in response to members' needs for more information about cutting-edge issues. Our experience in offering workshops has proved successful.

Annual conference: "All That Jazz"... and 3,548 to listen

The conference committee, chaired by Barbara Snyder of the University of Nebraska–Kearney, did something new this year in organizing programs around the following themes: civil education, restructuring in student affairs, student affairs/academic affairs collaboration, and leadership and management trends and tools. The result was outstanding. The program committee received a record 500 program proposals, and the number of programs and participants were also record-breakers.

This was a banner year in other ways as well. With the enticing theme "Inspiration, Innovation, and All That Jazz," we attracted a record attendance of 3,548. We also presented a record number of exhibits: 70 booths, compared to last year's 45. We are anticipating continued growth in exhibits as well as corporate sponsorships.

What went on behind the scenes was important, too. The small NASPA staff hit its stride, processing applications in record time and smoothly handling all the many details required for the success of such a large event.

Publications: More for our money

We instituted several changes in our publications operation, making it more cost-effective. These changes enable us to deliver in a timely fashion more news and opinions to our members, who can use that information immediately.

- The NASPA Forum underwent a remake that reflects the results of our readership survey. Members wanted a meatier, more informative newsletter. In-depth feature articles have addressed affirmative action, drinking on campus, threats of violence to gay students, and other topics of immediate concern. We've kept our regular, popular columns ("Abreast of the Law" and "Community in Cyberspace") and added short articles on specific matters of interest, such as the promotion of NASPA members to the presidency of institutions. We're now publishing every other month in order to reduce mailing and printing costs.
- As you can see, we're once again putting out the Annual Report as part of the newly redesigned Forum, another measure that helps us stretch our publications resources further.
- Two Invited Papers were sent to NASPA members this year: *The Persistent Pledging of Black Greeks* by Walter M. Kimbrough of Old Dominion University and E. Michael Sutton of the University of South Carolina and *Steps to Creative Campus Collaboration* by Jane Fried. Since collaboration is so central to our

work, we plan to make partnerships an ongoing theme in our publications. In this regard, it was gratifying to see the American Association of Higher Education (AAHE) publish an abbreviated version of the Fried paper in the AAHE *Bulletin*, thus spreading the word about the vital NASPA objective to faculty and administrators.

- Thanks to the energy and commitment of Patrick Love of Kent State University and his editorial advisory board, we were able to give members three monographs this year: *Academic Integrity Matters*, edited by Dana D. Burnett of Old Dominion University, Lynn Rudolph of Anne Arundel Community College, and Karen O. Clifford of Old Dominion University; *Beginning Your Journey: A Guide for New Professionals in Student Affairs*, edited by Lori M. Reesor of Wichita State University and Marilyn J. Amey of Michigan State University; and *Student Learning as Student Affairs Work: Responding to Our Imperative*, edited by Elizabeth J. Whitt of the University of Iowa.
- *Exemplary Programs*, our annual brochure showcasing especially successful student affairs programs around the country, is generating more interest every year. We received approximately 40 entries for the 1998 edition, which sold out, and 90 entries for the 1999 edition. Other professional associations have told us they plan to start similar programs modeled on ours.
- The March 1 issue of Net Results began our second year of offering the first completely on-line magazine in higher education. The Academy for Leadership and Executive Effectiveness took responsibility for Net Results as of the March issue, with the hope of providing continuously updated content for the site.

Expenditures for publications have always exceeded revenue because NASPA provides the vast majority of publications at no cost as a member benefit. Taking this approach, we constantly feel pressure to pinpoint exactly what kinds of information our members need and to find ways to present that information effectively at the lowest cost possible. At the same time, we try to make our publications so attractive that they find markets beyond NASPA's membership, thereby defraying costs. We are making progress towards that goal.

Health Education and Leadership Program: HELP where it's needed

Among the many accomplishments of the HELP project, funded by the Centers for Disease Control and Prevention, probably the most visible was the selection of six campuses to pilot test varied approaches to making attention to HIV/AIDS more comprehensive and integrated, campus-wide. The following were the institutions selected:

- The College of New Jersey
- Eastern Washington University
- Holyoke Community College
- Macon State College
- Rockhurst University
- The University of Wisconsin–Madison

Reports from these campuses will be reviewed in January, and findings will be shared with the NASPA membership.

During this third year of the four-year project, the newsletter series, "Leadership for a Healthy Campus through a Focus on HIV/AIDS," with the American Association of Colleges and Universities (AAC&U) and the National Association for Equal Opportunity (NAFEO) as cosponsors. Two issues were provided to all NASPA members, and a specially designed binder was sent to all Voting Delegates. Two regional conferences, titled "Strengthening College Learning through a Focus on HIV/AIDS," were held in Charlotte, NC, and in San Antonio, TX. These conferences were designed for academic and student affairs staff, faculty, and students.

Another major accomplishment of the HELP project was the design and installation of a new and improved Web page within the NASPA home site. This Website was developed to help campuses gather information, review new findings, and link to other useful sites to learn more about ways for preventing HIV/AIDS. A special component of the site is the section on Campus Programs, which gives synopses of successful programs, the work of the pilot programs, and descriptions of peer education programs with strong community service components.

The HELP project provided a session for chief student affairs officers at the Region I Conference; committee members also presented a session about the project and approaches to addressing HIV at the Region II Fall Conference. A number of NASPA members continue to be active with the project as members of the HELP Advisory Committee and the Leadership Development Workgroup.

New Public Policy Division provides information, visibility

The Public Policy Division, led by Cheryl Lovell of the University of Denver, has been active on several fronts. The Public Policy Advisories by NASPA attorney, Peter Wolk, are now going to an expanded e-mail list of over 1,000 Voting Delegates (up from 300 last year). NASPA continues to join forces with the American Council on Education and other associations to make our collective voices heard more effectively on Capitol Hill. The Public Policy Briefings held at the annual conference was well received by senior student affairs officers (SSAOs); this year our speakers were Jacqueline King, Director of Federal Policy Analysis at the American Council on Education, and David Longanecker, Assistant Secretary for Postsecondary Education at the U.S. Department of Education.

On the NASPA website, the Student Affairs Public Policy Division Issue Checklist informs members of important legislative actions with potential implications for their divisions.

MUFP sets record

The Minority Undergraduate Fellows Program (MUFP) continues to be a major focus for NASPA. Thanks to the efforts of Saundra Taylor and Fred Wiggins of the University of Arizona and the regional MUFP coordinators, we had 46 Fellows from 37 institutions this year. A record 20 institutions volunteered to host interns during the summer of 1999. As shown in the article on page 10 ("MUFP Graduate Considers the Program 'a Great Springboard'"), MUFP owes much of its success to the exceptional opportunities that it offers students to understand student affairs and learn from leaders in the field.

On the international front, NASPA continues to be regarded as an important

MUFP Graduate Considers the Program 'a Great Springboard'

"I'm very dedicated to this program. I really feel it has something to offer students, and it's a great springboard to bring new minorities into this field."

This strong endorsement comes from Harry Harris, whose experiences in the Minority Undergraduate Fellows Program (MUFP) brought him into the field. Harris, a graduate student in the College Student Personnel program at Bowling Green State University and house director of the Lambda Chi Alpha fraternity, points out that "this field is not the easiest to find information on. MUFP helped open my eyes to what we do."

In 1989-90 then NASPA president Doug Woodard initiated MUFP and enlisted Constance Rockingham, at-large member of the board of directors, to develop the program. MUFP's goals are twofold: to encourage talented ethnic minority undergraduate students to enroll in masters and doctoral level programs, and to provide them with information and insight into the opportunities available in the student affairs profession.

Nominees must be members of an ethnic minority, demonstrate academic promise, and be completing either their sophomore year in a four-year institution or their second year in a two-year transfer program. Fellows attend a summer leadership institute, take part in an eight-week paid summer internship, and further hone their skills in fieldwork experience.

Harris' 1998 summer internship was at Indiana University. "I just can't say enough about how valuable an experience that was for me. I interned in their Division of Residential Services and Programs and it helped me get a different perspective." Summer interns take part in campus programs as a way of getting their feet wet. Harris worked in the university's orientation program and with the racial incidents team. He also got to meet "some of the top professionals in the field, and they allowed me to sit in on a graduate level class, which is something I hadn't done before.... Everybody there was supportive and they all recognized the importance of the program."

Harris is equally enthusiastic about the leadership institute he attended in Baltimore the previous summer. "There were student affairs professionals there who told us what our career options were and the kind of skills we needed to develop to succeed in the field." Leadership institutes include educational sessions, panel discussions, team-building exercises, and recreational activities. For Harris, interacting with leaders in the profession was the biggest benefit. "It was a humanizing type of experience because I wasn't just reading about these people who had done some incredible work but was able to actually sit down and talk things over with them."

Harry Harris (right), a graduate student in the College Student Personnel program at Bowling Green State University, shares his NASPA IV Rising Star Award with Dr. David Hoffman.

Currently working on a proposal to have MUFP fellows come to Bowling Green, Harris is also committed to promoting MUFP to other minority students and other campuses. "I want to make sure that we keep reminding the profession that this is a necessary and very valuable program."

For information on the MUFP 1999-2000 Program Guide and application, visit NASPA's Web site or contact NASPA at (202) 265-7500.

If you are interested in serving as a host institution contact MUFP National Coordinator, Dr. Saundra Taylor, University of Arizona at taylor@lan.admin.arizona.edu.

resource for visiting scholars and administrators. We have played host to visitors from Germany, Northern Ireland, and Japan, and our members have visited—and welcomed guests from—the United Kingdom, Mexico, France, and Germany.

Under the leadership of Roger Ludeman of the University of Wisconsin—Whitewater, international network chair, we had another successful international symposium.

Grantees submit reports on diversity

With support from the Ford Foundation, 17 teams of researchers selected by NASPA this year completed research projects on diversity. The body of research explored such topics as multiple social and cultural group identities, multicultural training for student affairs officers, intercollegiate athletics, residential preferences and racial segregation, long-term effects on the curriculum, Asian-American studies, and patterns of black student interaction on a predominantly white campus. As this annual report goes to press, papers presenting their findings are being edited for publication in print and on the Web.

Working group recommends approach to managing Greeks

Responding to disturbing incidents of destructive behavior by Greek societies on campus, a working group developed guidelines for colleges and universities with fraternities and sororities. The

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guidelines, published in the NASPA Forum as well as in *Trusteeship*, the magazine of the Association of Governing Boards, offer five principles for action based on successful experiences of campuses around the country.

Collaboration remains high-priority

We strive to play a leadership role in a variety of endeavors in which we collaborate with academic faculty and other associations. Over the past year, NASPA and its members and staff

- spoke before the Western Association of Student Financial Aid Administrators;
- continued to work with the American College Health Association to support their CDC HIV/AIDS grant;
- published Powerful Partnerships, a report developed jointly with AAHE and ACPA concerning principles of learning and the importance of collaboration between academic and student affairs professionals;
- continued participation in the Interassociation Task Force on Alcohol Abuse and Other Drugs;
- participated in the national Consensus Conference on Strategic Directions in College Health; and
- conducted a diversity institute with the Association of American Colleges and Universities.

Membership: Still more new records

NASPA reached a milestone last October with a record number of institutional members: 1,179. Membership retention also remains high at 92 percent. Membership by community colleges increased to 580, a marked improvement over previous years.

In mid-March, we set another record—8,500 individual members—for the first time in NASPA's history.

NASPA's Regional membership coordinators should feel proud of their efforts. Of course, they had a lot to offer potential members: an organization that is responsive to its members and gives them value in a variety of ways: professional development offerings, publications, opportunities to serve, information on public policy, outstanding national conferences, respected leaders as their Board members, and a service attitude among NASPA staff.

NASPA's financial condition remains strong

Revenues from institutional dues and individual affiliate dues exceeded projections and surpassed the previous year's revenues. Performance of the NASPA reserve account continues to be strong. Expenses were generally in line with budget.

NASPA Foundation installs new President

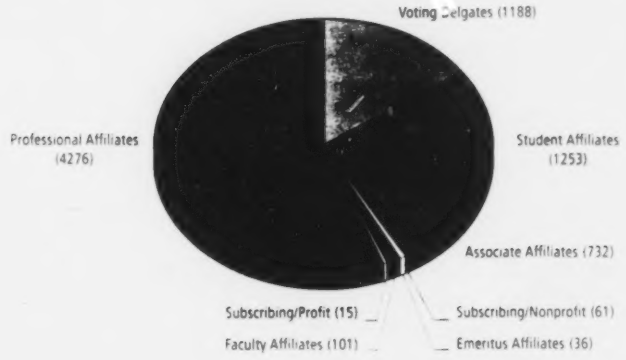
In its final year under the extraordinary leadership of David Ambler of the University of Kansas, the NASPA Foundation raised $20,000 through its new program, "Pillars of the Profession," in which NASPA members nominate distinguished colleagues for recognition and, at the same time, make gifts to the Foundation. The Foundation's new president, William L. (Bud) Thomas of the University of Maryland–College Park, was installed at the national conference in March. Caryl Smith of the University of Akron volunteered in the NASPA office as a Fellow and directed most of her time and skills in support of the Foundation.

The year in the Regions

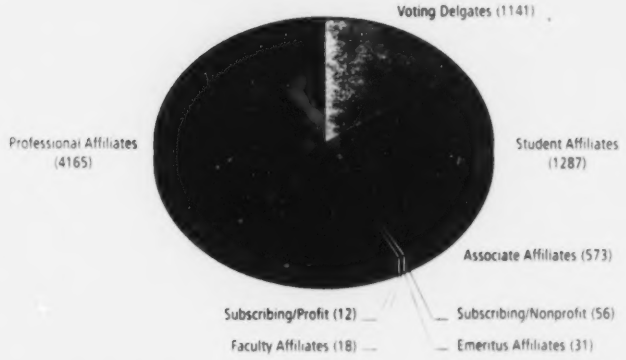
The past year's activities in the seven NASPA Regions were productive and diverse. Because they all have communications programs to keep their own members informed, the following summary only touches on some of the more distinctive aspects of each Region's program:

The newly created Spiritual Life Study Group in **Region I** was very active, offering two programs at the Region's Fall Conference, as well as a program at the national conference.

1998-1999 Membership



1997-1998 Membership



NOTE: Totals are as of fiscal year-end.

1999 Award Winners

Outstanding Contribution to Literature

Ernie Suggs
Staff Writer for the Atlanta Journal and Constitution

"Fighting to Survive," an eight-day series about historically black colleges and universities published in the Durham, NC, Herald-Sun in 1997.

Outstanding Contribution to Higher Education

Alexander W. Astin
Allan M. Carter Professor of Higher Education and Director of the Higher Education Research Institute, University of California, Los Angeles

Eighteen books and some 300 other publications on topics including the outcomes of higher education, values in higher education, institutional quality, institutional leadership, equality of opportunity and access, assessment and research methodology, citizenship, and the interface between research and policy.

Robert H. Shaffer Award for Academic Excellence as a Graduate Faculty Member

Karen D. Arnold
Associate Professor of Education
Boston College

Books on talent development and women in higher education including Lives of Promise: What Becomes of High School Valedictorians and Remarkable Women: Perspectives on Female Talent Development. Associate editor of the Review of Higher Education and board member of the Educational Researcher.

Fred Turner Award for Outstanding Service to NASPA

William L. (Bud) Thomas, Jr.
Vice President for Student Affairs
University of Maryland, College Park

Service on many committees and as a presenter at NASPA National Conferences; NASPA Representative to the Council for the Advancement of Standards since 1979; member of the NASPA Foundation Board since 1994; member of the NASPA Board of Directors, 1981-83; Local Arrangements Chairman for the NASPA 1979 National Conference in Washington, D.C.; member of the Division of Governmental Relations and Legislation for NASPA, 1979-81; member of the NASPA Washington Presence Committee, 1979-80; and recipient of the Scott Goodnight Award for Outstanding Performance as a Dean in 1986.

Scott Goodnight Award for Outstanding Performance as a Dean

Lyle A. Gohn
Vice Chancellor for Student Services and Associate Professor of Education
University of Arkansas-Fayetteville

"Lyle's career began at his alma mater, Purdue University, progressed at Southern Illinois University, Wichita State University, Montana State and for the past 16 years at the University of Arkansas... At each institution, he has been known for his creative leadership and devotion to student affairs and his professional staff." – David A. Ambler, Vice Chancellor for Student Affairs, The University of Kansas

"The Division of Student Affairs at Arkansas is extraordinary in its focus on student academic success and student development." – George H. Wallman, Vice President for Student Affairs, North Dakota State University

Melvene D. Hardee Dissertation of the Year Award

Kristen A. Renn
Associate Dean of Student Life
Brown University

Claiming Space: The College Experience of Biracial and Multiracial Students on Predominantly White Campuses

Tracy M. Tyree
Director
Mercer University First Year Experience and Academic Advising Center

Designing an Instrument to Measure Socially Responsible Leadership Using the Social Change Model of Leadership Development

Region II formed a task force to explore the stress factors that result when student affairs professionals must work with students who are violent or are mentally and emotionally fragile. Specifically, the task force will address these questions: How might campuses be more proactive regarding mental health concerns of students? What can we do to prepare our staff to address these issues? How can we support staff during and after a crisis related to mental health?

Region III completed another of its annual cycles of three Region-wide events, including a conference for SSAOs that featured a highly successful format of round tables that addressed: outcomes assessment, parental notification, personnel problems, SSAO continuing professional development, academic affairs/student affairs collaboration, governmental mandates, post-generation X students, technology, first-year programs, funding disability accommodations, alcohol abuse, and restructuring and organizational models.

Region IV-East moved forward with its new e-mail mentoring program, which matches new and early career professionals with mid-level and late-career professionals. Participants are encouraged to correspond every 10 days. The pilot program will be evaluated after one full year of operation. Region IV-West continues to provide outstanding conferences and targeted workshops for our members.

In Region V, the regional conference focused on the human spirit in a time of technology. Theme tracks developed by the conference committee addressed questions related to development of the whole student.

Region VI continues to hold workshops for new professionals, seasoned veterans of the profession, and SSAOs with good attendance and interest in all events. Region VI is also co-hosting an annual conference with Region V in Vancouver in November.

Independent Auditor's Report on the Financial Statements

To the Board of Directors
National Association of Student Personnel Administrators, Inc.
Washington, D.C.

We have audited the accompanying balance sheets of the National Association of Student Personnel Administrators, Inc. as of June 30, 1999 and 1998, and the related statements of activities and cash flows for the years then ended. These financial statements are the responsibility of the Association's management. Our responsibility is to express an opinion on these financial statements based on our audits.

We conducted our audits in accordance with generally accepted auditing standards. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audits provide a reasonable basis for our opinion.

In our opinion, the financial statements referred to above present fairly, in all material aspects, the financial position of the National Association of Student Personnel Administrators, Inc. at June 30, 1999 and 1998, and the changes in its net assets and its cash flows for the years then ended in conformity with generally accepted accounting principles.

Langum Associates, P.C.

Alexandria, Virginia
August 11, 1999

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Balance Sheets

ASSETS

	June 30, 1999	1998
Cash and cash equivalents	$814,707	$1,082,341
Investments	3,475,178	2,741,300
Accounts receivable, net of allowance for doubtful accounts of $2,264 in 1999 and $1,340 in 1998	76,839	43,098
Prepaid expenses and deposits	76,037	84,454
Property and Equipment	367,104	350,327
Less accumulated depreciation	304,863	264,705
	62,241	85,622
Total assets	$4,505,002	$4,036,815

LIABILITIES AND NET ASSETS

Liabilities:		
Accounts payable and accrued expenses	$84,683	$110,876
Deferred compensation	7,919	5,564
Deferred revenue	612,098	525,553
Total liabilities	704,700	641,993
Commitments		
Net assets:		
Unrestricted:		
General fund	531,997	399,445
Designated funds:		
Reserve	3,150,266	2,879,061
Online magazine	60,324	67,177
	3,210,590	2,946,238
	3,742,587	3,345,683
Temporarily Restricted:		
Ford Foundation - Diversity Impact Study	43,064	28,379
Aramark - Academy of Executive Effectiveness	14,651	20,760
	57,715	49,139
Total net assets	3,800,302	3,394,822
Total liabilities and net assets	$4,505,002	$4,036,815

The accompanying notes are an integral part of these financial statements.

Statements of Activities

FOR THE YEAR ENDED JUNE 30,

	1999			1998		
	Unrestricted	Temporarily Restricted	Total	Unrestricted	Temporarily Retricted	Total
Revenue						
Institutional dues	$643,075		$643,075	$580,460		$580,460
Affiliate and subscribing dues	349,886		349,886	325,505		325,505
Annual conference	922,894		922,894	715,617		715,617
Workshops and Institutes	92,081		92,081	140,794		140,794
Publications	70,728		70,728	71,149		71,149
CDC grant	293,191		293,191	324,633		324,633
Ford Foundation grant		$120,000	120,000		$117,900	117,900
Academy of Executive Effectiveness		20,467	20,467		23,846	23,846
Other:						
Investment income, exclusive of unrealized gain	221,494		221,494	232,799		232,799
Unrealized gain in market value of investments	100,205		100,205	281,759		281,759
Miscellaneous	60,296		60,296	41,929		41,929
	381,995		381,995	556,487		556,487
Net assets released from restriction for the						
Ford Foundation and Aramark programs	131,891	(131,891)	—	92,607	(92,607)	—
Total revenue	2,885,741	8,576	2,894,317	2,807,252	49,139	2,856,391
Expenses:						
Program services:						
Annual conference	631,744		631,744	621,997		621,997
Workshops and Institutes	164,730		164,730	186,270		186,270
Publications	282,534		282,534	368,617		368,617
CDC grant	293,191		293,191	324,633		324,633
Ford Foundation grant - Diversity Impact Study	105,315		105,315	89,521		89,521
Leadership/membership support	585,352		585,352	553,596		553,596
	2,062,866		2,062,866	2,144,634		2,144,634
Supporting services:						
Administration and general	425,971		425,971	379,645		379,645
Total expenses	2,488,837		2,488,837	2,524,279		2,524,279
Change in net assets	396,904	8,576	405,480	282,973	49,139	332,112
Net assets, beginning of year	3,345,683	49,139	3,394,822	3,062,710	—	3,062,710
Net assets, end of year	$3,742,587	$57,715	$3,800,302	$3,345,683	$49,139	$3,394,822

The accompanying notes are an integral part of these financial statements.

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Statements of Cash Flows

	For the Year Ended June 30, 1999	1998
Cash flows from operating activities:		
Change in net assets	$405,480	$332,112
Adjustments to reconcile change in net assets to net cash provided by operating activities:		
Depreciation	40,158	44,103
Realized gains, net	(66,629)	(90,192)
Unrealized gain in market value of investments	(100,205)	(281,759)
Provision for doubtful accounts	924	(13,854)
Change in assets and liabilities:		
Accounts receivable	(34,665)	73,469
Prepaid expenses and deposits	8,417	21,311
Accounts payable and accrued expenses	(26,193)	(10,674)
Deferred compensation	2,355	(16,413)
Deferred revenue	86,545	98,956
Net cash provided by operating activities	316,187	157,059
Cash flows from investing activities:		
Purchases of investments	(933,200)	(732,457)
Sales / redemptions of investments	366,156	831,703
Purchases of property and equipment	(16,777)	(18,381)
Net cash provided by (used in) investing activities	(583,821)	80,865
Net (decrease) increase in cash and cash equivalents	(267,634)	237,924
Cash and cash equivalents, beginning of year	1,082,341	844,417
Cash and cash equivalents, end of year	$814,707	$1,082,341

Notes to Financial Statements

Note A – Organization

The National Association of Student Personnel Administrators, Inc. (NASPA) is a not-for-profit organization established for the purpose of developing professional competence, collegial support and ethical sensitivity among chief student personnel administrators.

Note B – Summary of Significant Accounting Policies

Basis of Accounting

The Association prepares its financial statements on the accrual basis of accounting. Consequently, revenue is recognized when earned and expense when the obligation is incurred.

Estimates

The preparation of financial statements in conformity with generally accepted accounting principles requires management to make estimates and assumptions that effect certain reported amounts and disclosures. Accordingly, actual results could differ from those estimates.

Cash and Cash Equivalents

For financial statement purposes, the Association considers money market funds to be cash equivalents.

Property and Equipment

Property and equipment, which principally consists of furniture, office equipment, computer hardware and software, are depreciated on the straight-line basis over the estimated useful lives of the assets (five years).

Deferred Revenue

Deferred revenue consists primarily of membership dues received in advance of the period to which they relate and conference fees received for events to be held in the next fiscal year.

Income Taxes

The Association is exempt from the payment of income taxes on its exempt activities under Section 501(c)(3) of the Internal Revenue Code (IRC). The Association has been classified as a publicly supported organization, and not as a private foundation, under section 509 (a)(2) of the IRC.

Net Assets

Net assets have been classified based on the existence or absence of donor-imposed restrictions. In order to account for

limitations placed on the use of resources available to the Association, the accounts of NASPA are maintained in accordance with the principles of fund accounting. The purpose of each fund within each net asset group is as follows:

Unrestricted:

■ General fund: An unrestricted fund which is available for the general operations of the Association.

Designated funds:

■ Reserve fund: An unrestricted fund designated by the Board of Directors to be used to respond to unforeseen events, fund capital acquisitions and support special projects for institutional member services, research and grants. In addition to investment income and gains or losses generated by these invested funds, the Board of Directors may transfer annually from the General Fund a designated portion of the net revenue from the prior year's annual conference.

■ Online magazine fund: An unrestricted fund designated by the Board of Directors to be used to create an online magazine on the internet.

Temporarily Restricted:

■ Ford Foundation - Diversity Impact Study fund: A restricted fund which accounts for grant funds from the Ford Foundation which can only be used for the purpose of supporting research on the impact of diversity education on undergraduate students.

■ Aramark - Academy of Executive Effectiveness fund: A restricted fund which accounts for contributions received from Aramark which can only be used to support a workshop entitled "Academy for Executive Effectiveness".

Temporarily Restricted Support

The Association's policy is to report all donor restricted grants and contributions, such as sponsorships for conferences, as unrestricted support if those restrictions are met in the same reporting period the grants and contributions are received. When restrictions are not met in the same reporting period, restricted grants and contributions are reported as an increase in temporarily restricted or permanently restricted net assets, depending on the nature of the restriction. When a restriction expires (that is, when a stipulated time restriction ends or the purpose for restriction is accomplished), temporarily restricted net assets are reclassified to unrestricted net assets and reported in the statement of activities as net assets released from restriction.

Reclassifications

Certain 1998 amounts have been reclassified for comparative purposes.

Allocation of Expenses

NASPA allocates salaries, benefits and indirect expenses to the various programs and supporting activities based upon actual time worked on each activity.

Note C – Investments

The Association records investments at market value. At June 30, investments consisted of the following:

	1999		1998	
	Cost	Market	Cost	Market
Certificates of Deposit	$288,000	$288,000	$288,000	$288,000
Corporate and gov't bonds	1,580,252	1,569,812	1,093,978	1,132,021
Equity securities	572,564	1,617,366	425,165	1,321,279
	$2,440,816	$3,475,178	$1,807,143	$2,741,300

Investment income is recorded within other revenue and consists of the following for the years ended June 30:

	1999	1998
Interest & dividends	$154,865	$142,607
Realized gains, net	66,629	90,192
	$221,494	$232,799

Note D – CDC Grant

The Association received a grant from the Centers for Disease Control and Prevention (CDC) to fund a program dealing with a national system to prevent HIV infection in postsecondary students. The project period is from September 1996 to September 2000. The grant is funded on a cost-reimbursement basis and the amount to be received each project year by NASPA is approximately $273,000. For the years ended, June 30, 1999 and 1998, NASPA incurred $293,191 and $324,633, respectively, in program costs and has recognized a like amount of grant revenue. At June 30, 1999 and 1998, $34,990 and $13,679 of costs incurred by NASPA under the program had not yet been reimbursed by the CDC and is included in accounts receivable.

Note E – Related Party

NASPA is affiliated with the NASPA Foundation, an organization exempt from income taxes under Section 501(c)(3) of the IRC. NASPA provided accounting services and certain administrative services to the Foundation for a charge of $200 and $300 a month, respectively, for the year ended June 30, 1999. For the year ended June 30, 1998, NASPA charged only for accounting services, which was $200 a month. NASPA provides other administrative and support services, primarily in the form of personnel time, at no charge. NASPA infrequently pays certain bills and

collects certain receipts on the Foundation's behalf for which each entity is subsequently reimbursed.

Note F – Pension Plan

The Association maintains a defined contribution pension plan which covers substantially all employees. NASPA contributes a percentage of the employee's annual salary to the plan; however, under the provisions of the plan, the plan's trustee may determine the amount to be contributed to the plan each year if they so desire. Retirement expense for the plan totaled $39,110 and $35,375 for the years ended June 30, 1999 and 1998, respectively.

Note G – Commitments

The Association leases office space under a noncancelable operation lease which expires May 31, 2001. Under the terms of the agreement, the Association received a five month rental abatement at the inception of the lease. Conse-quently, a deferred rent obligation is recorded as part of accrued expenses and is being written of over the remaining life of the lease. During the year ended June 30, 1997, the operating lease was amended to include provisions for the lease of expansion space. The term of the expansion space lease expires October 31, 2000 and is cancelable by the Association subject to appropriate notice being given and payment of a termination fee, as defined. Rent expense for the years ended June 30, 1999 and 1998 amounted to $83,352 and $87,205, respectively.

Future minimum rental payments, subject to certain increases based upon the Consumer Price Index, are as follows:

Year Ended June 30	Amount
2000	104,020
2001	73,056
	$177,076

The Association has entered into several agreements with hotels for accommodations for its future conferences. These agreements indicate that the Association would be liable for certain cancellation fees and liquidated damages in the event of cancellation in the approximate amount of $541,000, calculated as of June 30, 1999.

Note H – Designated Funds

The details of the Designated Fund activities for the years ended June 30, are as follows:

	1999			1998		
	Reserve	Online Magazine	Total	Reserve	Online Magazine	Total
Designated fund balances beginning of year	$2,879,061	$67,177	$2,946,238	$2,508,730	—	$2,508,730
Net investment income, including realized and unrealized gains attributable to the Reserve Fund	252,629		252,629	452,977		452,977
Expenses		(6,853)	(6,853)		(15,469)	(15,469)
Transfers:						
From (to) General Fund	18,576		18,576			—
Interfund			—	(82,646)	82,646	—
Designated fund balances, end of year	$3,150,266	$60,324	$3,210,590	$2,879,061	$67,177	$2,946,238

Re-Introducing **NET RESULTS** at www.naspa.org

THE NASPA LEADERSHIP & STRATEGY MAGAZINE

For Practitioners ... and Interactive!

Welcome to the first issue of our New NetResults, the NASPA National Academy for Leadership and Executive Effectiveness management ezine for student affairs professionals. It is practitioner-focused and interactive! As NetResults develops over the next several issues, it will become more sophisticated in design to allow for greater interactivity, as well as to provide you with links to related information on the internet including other NASPA publications and resources.

Our new format also includes numerous editorial departments that professionals have indicated are of greatest interest. Each department has a contributing editor working with a panel of experts to bring you stimulating new ideas that will challenge and inform your current thinking about major developments in our profession.

Additionally, each issue will contain several feature articles and a special section called IdEx (idea exchange). IdEx topics will span multiple issues of NetResults exploring in detail a theme relevant to student affairs administrators. Our first IdEx exchange, On Violence, is premiering in this issue of NetResults.

NetResults, your magazine, has great potential, but its strength relies not just on the importance of the information but also on your involvement. Whether it is through active dialogue in our interactive columns or perhaps, writing a feature article or serving on a panel of experts, we need you! We have incredible opportunities for those of you that want to contribute. If you are interested in getting involved, click the dialogue button below and let us know.

Laurence N. Smith
Executive Editor

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by Rita Abent

Leaders and Their Followers
by Robert A. Sevier

Idea Exchange (IdEx)

The NASPA Task Force on Campus Violence...

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Executive Editor–Laurence N. Smith Smith, Vice President for University Marketing and Student Affairs at East Michigan University, has gained national recognition as a pioneer in marketing of non-profit institutions and organizations as well as for his work in executive development and Transformation Management. In addition, Smith has written numerous publications and is in high demand as a national speaker and consultant.

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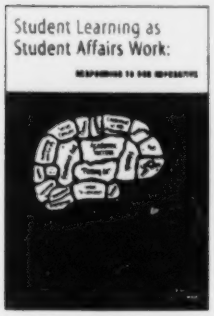
Student Learning as Student Affairs Work: Responding to Our Imperative

Elizabeth Whitt, ed.



Many in the student affairs professional expect the new century to be an era of unprecedented change in higher education. These changes include a new student population, new educational technologies and delivery systems, and new institutional structures. This monograph helps student affairs professionals cope with these uncertainties and answers such pressing questions as:

- What does "student learning" mean in the context of student affairs work?
- How does student affairs contribute to student learning outcomes?
- How do we go about creating learning-oriented student affairs divisions?

Student Learning as Student Affairs Work is a must-have for any student affairs professional interested in creating or maintaining a learning-oriented student affairs division at their institution. (1999)
NASPA-010
$20.00 members; $35.00 nonmembers

Beginning Your Journey: A Guide for New Professionals in Student Affairs

Marilyn J. Amey and Lori M. Reesor, eds.

The authors examine key issues facing new professionals and suggest ways of thinking about the challenges and opportunities offered by a career in student affairs. Issues covered include understanding the organizational culture and its impact on work, thinking through career configurations, and exploring the values and belief systems of the field. Beginning Your Journey is valuable to new graduates assuming a first professional position or professionals moving into student affairs from another field. (1998)
NASPA-003
$20.00 members; $35.00 nonmember

Academic Integrity Matters

Dana D. Burnett, Lynn Rudolph and Karen O. Clifford, eds.

Recent research and news reports suggest that breaches of academic integrity may be the rule rather then the exception on college campuses. Student-managed honor systems may be problematic. The authors attribute students' tolerance of violations to their preoccupation with success, and contend that students see cheating as a means, similar to studying, of gathering information in order to obtain a passing grade. Most students say that they would not report an incident of cheating that they observed, even if their honor code required it. *Academic Integrity Matters* discusses the values undergirding student behavior, describing strategies for "creating a culture of academic integrity," and assesses the impact of technology. (1998)
NASPA –001
$20.00 members; $35.00 nonmembers

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